

18 October 1954

25X1A

MEMORANDUM FOR: Chief, Operational Instruction School  
[REDACTED]

SUBJECT: Critical Situation in Phases II and III

1. Confirming many conversations we have had on the subject of the overload now being carried by instructors in Phases II and III, I should like to put on the record for your information several of the factors which should be considered by the Director of Training, the Deputy Director of Training, and by you in arriving at your decision concerning the alleviation of this situation.

2. Over the last few months I believe that our reports concerning this problem have been confirmed in the minds of the Director of Training and of the Deputy Director of Training. This memorandum, therefore, will not concern itself with proof but will assume that all of us agree that an overload exists.

3. The seriousness of this overload affects the lives of the instructors concerned in several ways which should be called to your attention:

a. Those officers who hold Reserve Officer commissions find great difficulty now in keeping those commissions in force.

b. Instructors would like very much to have the opportunity while on duty in the Office of Training to take other OTR courses; that opportunity now does not exist for them.

c. A few instructors have expressed the desire to take self-improvement courses at a local university. This is particularly important to the careers of those instructors who do not yet possess college degrees; it is equally important to those ambitious officers who desire to bring themselves to the height of their respective capabilities. They are not now able to take these courses.

S-E-C-R-E-T

~~SECRET~~

d. Many of these instructors are the fathers of children. They have expressed grave concern (of) [REDACTED] and me over their failure to carry out their paternal responsibilities.

25X1A

e. All instructors are now experiencing difficulties in their relationships with their wives. In one or two instances this situation has reached serious proportions.

f. One instructor reported on Saturday, 16 October 1954, that unless "relief were in sight," he would find it necessary to request release from this assignment. He has been handled with great care while on duty here and has been assigned only to Phase II. I have carefully refrained from assigning other duties to him. Despite that fact he has been overworking. During the second week of Course 10, Phase II he worked almost as many overtime hours as on-duty hours. He seldom sees his children or his wife. His situation does not greatly differ from that of other instructors.

g. Improvements which should be made in both Phases II and III cannot now be made because instructors are too heavily concerned with the course currently being presented. While that is true, they have nevertheless carried on as much improvement as possible.

h. The willingness of a few instructors to become career officers within the Office of Training has been seriously reduced by the excessive loads they have been asked to carry.

4. Serious efforts have been made to reduce the work of instructors in both Phase II and in Phase III. In Phase II we have knocked out the old "Recruitment Paper." We have materially reduced the scope of the old "Selection Paper." We have attempted to adopt a stream-lined grading system. We have called upon instructors from other courses to a much greater degree than was previously the case. At the same time, however, instructors have been required to become familiar with the content of Phase III. For instance, during the last running of Phase III all instructors were required to sit in on all seminars. We presented Cases [REDACTED] and [REDACTED] in nine seminars instead of in four seminars.

25X1A

25X1A

5. During the last few months we have lost the services of five instructor personnel and we are about to lose the services of two more. During this same period we have only added three. However, as far as we know, there are no officers from DD/P ready to join this staff. In this connection both [REDACTED] and I feel

25X1A

~~SECRET~~

that we must obtain the services of qualified operational personnel to teach in these courses and that it would be a grave mistake to reduce the requirements for becoming an instructor in these key courses by accepting the services of non-experienced personnel. It seems to us that there should be enough officers available within DD/P to fill our projected Table of Organization. For instance, if each Division furnished two experienced operational officers our needs would be met.

6. We have also attempted to reduce the load on instructors by naming four officers from the instructional staff to carry the administrative load, all of whom have accepted further duties in good spirit.

7. You have succeeded in scheduling Phases II and III with a break of one week inbetween the running of each course. You have succeeded in scheduling the Resistance Operations Course in such a way that these officers can be made available to Phase II. However, we are seriously concerned about the reduction of our capabilities of accepting students for tutorial instruction for very important operational assignments abroad, a service which has been of great value in the past to DD/P.

8. Thirteen officers are up for rotation or will be up for rotation in the near future. This clearly illustrates a problem which now exists and which will become increasingly serious during the next few months. A reserve of instructors should be on hand, but there is none. Involuntary extension, in my opinion, is a policy which should not be adopted. This problem indicates that a full scale drive must be waged to meet our present and future personnel requirements. The fact that new instructors coming on board with us require a period of training is a fact which goes without saying. Therefore, we call this broader situation to your attention because it affects not only the personnel now assigned to Phases II and III, but also affects our ability to recast the roles of other instructors now assigned to other courses. We cannot seriously reduce the staffs of Resistance Operations and Clandestine Field Activities in order to meet the requirements of Phases II and III.

9. That you are aware of this situation is fully known to me but I have felt that it might be of assistance to you to have all these facts in writing in one memorandum. I feel that the real solution lies in our capacity to have DD/P assign officers to the Office of Training. Local readjustments can be made within the Office of Training but those readjustments cannot solve our long-range problem to any significant degree. I should like to emphasize that the situation in Phases II and III has now reached the critical stage.

s/ [REDACTED]

25X1A